

**Director's Leadership Team
Decision Memo**

Decision No. 6.8

Title: New Leadership Strategy Project Office

Decision: The Center will create a New Leadership Strategy Project Office (NLSP0) with the following authority:

*NLSP0 will continue NASA Lewis Research Center's commitment to achieving a Model Workplace through the application of Key Values---**diversity, quality, openness, and integrity.** NLSP0's core function is to enable integration of diversity into the way Lewis does business. This implies changing Lewis' culture on how diversity is managed relative to engaging the full potential of all employees. NLSP0 will support the application of NLS to organizational realignment, strategic planning, ISO 9000, Diversity Dialogue Sessions (DDS), and programmatic/organizational requirements.*

- A. NLSP0 will be supported by a core team of Process Consultants consisting of three persons on a 60/40 basis (12 month details). In short, this self-directed team's **mission** will include coaching, facilitating, and enabling supervisors to exemplify and champion Lewis' Key Values in achieving a Model Workplace. These three positions will be advertised Centerwide as a "developmental opportunity in support of Lewis' Model Workplace Goal." The assignments will be viewed and conducted as a Center-level component of the Agency's Professional Development Program (PDP) for those individuals who wish to further develop their leadership potential. Selection will be made by the Center's Human Resources Panel (HRP). Candidates will be civil servants and have at least 2 years of service at NASA Lewis. In addition, assignments will be based on: 1)team leadership, team player, team skills, 2)Model Workplace commitment (Valuing Diversity, Total Quality, Continuous Process Improvement, etc.), 3)outreach activities, 4)coaching/mentoring, 5)knowledge of Lewis organization, and communication

skills. **The grade level range will be open.** Three other persons will comprise the Project Office: The Lead Process Consultant (to be assigned from ODTO full-time/term), the Director of Diversity and Secretary (both to be assigned full-time). This will result in 4.8 FTE.

- B. The Director of Diversity will have the authority to outsource internally and externally consistent with the needs of the Project Office and DLT approved NLS direction. Budgetary support will be established to ensure that these needs are met. **Internal outsourcing** activities will target former Process Consultants, including other civil servants who might have an interest in assisting this effort. The Director of Diversity will confer with the appropriate Director of relative to these individuals. The Director of Diversity will also have the authority to **outsource externally** relative to:
 - 1. Continued support for the Center's bi-annual Diversity Survey
 - 2. Training programs to support Process Consultant developmental needs
 - 3. Contractors assisting the Process Consultant team during peak periods on an as-needed basis
 - 4. Any other related New Leadership Strategy tasks
- C. Establish a committee comprised of former Process Consultants or other interested employees on a pro bono basis for purposes of providing periodic feedback to the Director of Diversity on their organization's progress relative to NLS/diversity management. Directors of and/or Office Chiefs in collaboration with the Director of Diversity shall be responsible for selecting these persons. This ad hoc group will offer suggestions on Continuous Improvement opportunities.

Actions Required: Establish a process for recruiting three 60/40 Process Consultants by April 30, 1998.

Assignment of Responsibilities:

- I. The **Director of Diversity** shall:

- Assume responsibility and accountability for overall project success
- Serve as advisor and consultant to the Center Director, Deputy Directors, Directors of, and staff offices in applying *New Leadership Strategy*
- Establish and implement the needed outsourcing requirements to support the NLSPO
- Set direction for the Process Consultant Team consistent with DLT guidelines and requirements
- Identify and technically support opportunities for the Process Consultant team to incorporate Lewis' Key Values into their day-to-day activities
- Serve as advisor and technical resource to the Process Consultant team on all matters
- Incorporate Process Consultant Team activities into Lewis' NLS Action Plan and measure progress on the basis of established milestones
- Conduct team building with the Process Consultants to foster and cultivate a self-directed team
- Serve as the communication link between the DLT and Process Consultant team relative to feedback and update requirements

II. The **Lead Process Consultant** shall have the following roles and responsibilities in addition to the role and responsibilities stated in Section III.

- Assist Director of Diversity in NLS implementation requirements
- Provide coordination of Process Consultant team activities on a day-to-day basis
- Serve as training resource for Process Consultants and focal point for all NLS related organization development activities including team building at the Center
- Develop and implement Process Consultant training
- Support Process Consultant team relative to troubleshooting specific diversity related problems encountered

III. Based on DLT adopted guidelines and requirements, **Process Consultant** responsibilities and duties shall consist of:

- Model behaviors consistent with Lewis' Key Values
- Develop training resources to support New *Leadership* requirements across the entire Center
- Facilitate Continuous Improvement Process initiatives
- Serve as a resource to Directors of for NLS related tasks/processes
- Coach and assist managers on all levels relative to satisfying DDS and other NLS requirements
- Facilitate Diversity Dialogue Sessions until managers have attained the necessary level of competence; manager level of competence shall be validated by the Process Consultant, Director of Diversity, and Director of; this will be handled on a session by session basis through ongoing pre-DDS coaching
- Provide feedback to managers on DDS leadership issues
- Develop and process Centerwide and organizational metrics on leadership effectiveness/efficiency
- Aggregate data for submission to the DLT

Resource Requirements:*

All resource requirements will be defined by the level of commitment established by the DLT. The current resource requirement is for:

- A. 4.8 FTE (core group)
- B. Internal Outsourcing: Ad hoc group of Process Consultants to support DDS requirements as needed
- C. External Outsourcing
 - 1. Bi-annual Diversity Survey and Focus-n-Groups (26k)
 - 2. Training programs to supplement development of Process Consultants

3. Contractors to assist Process Consultant Team during short-term peak periods relative to facilitation of Diversity Dialogue Sessions
4. Resources (materials)

*NOTE: Budgetary requirements will be addressed separately at the scheduled Budget Summit except for the bi-annual Diversity Survey and Focus Groups shown above (C-1)

Sponsor(s): DLT

Brief Overview: *New Leadership Strategy* is a vital cultural change process for optimizing diversity management and achieving a Model Workplace at NASA Lewis. It is important that support for NLS be structured in a way that enables Lewis to fully utilize the expertise and skills of a Process Consultant team without placing an undue burden on the Center's decreasing workforce. This will require that a small Project Office be created with 4.8 FTE (core group) and an outsourcing capability (internally and externally) to support NLS on an ongoing basis. The NLSPO will also outsource other resources, such as, additional training for Process Consultants, diversity survey, etc. While 2003, has been targeted as the goal for achieving a Model Workplace, it is expected that support will be required on an ongoing basis. *New Leadership Strategy* is a long term cultural change process reviewed by the DLT periodically for continuous improvement purposes.

Potential Impact on Center Activities/Resource Requirements:

This action will establish and improve ongoing support for *New Leadership Strategy*. By using outsourcing, three 60/40 details, and three full-time assignments, the potential impact on ongoing Center activities/resource requirements will be minimized.

Concurrence of Other Directors of:

Concurrence is needed from all members of the DSMT: Deputy Directors, Center Director, Directors of Space,

Aeronautics, Research and Technology, Technical Services and External Programs, and Chief Financial Officer.

Options Assessed:

While the use of full-time Process Consultants has been examined, it was felt that the use of 60/40 details, combined with outsourcing and limited full-time assignments would be more cost effective for the Center's continued NLS support.

Concurrence:

Original signed by	5/18/98
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<i>R. E. Fails</i>	Date
Chief Financial Officer	
Original signed by	6/1/98
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<i>D. Campbell</i>	Date
Center Director	